



## **Executive Briefing Memo**

**Date:** November 29, 2007

**Department/Division/Project:** Department of Community Development – Code Enforcement

### **Division Overview:**

The division is responsible for enforcing the Virginia Property Maintenance Code and certain City Ordinances relating to environmental conditions. Through this enforcement process the division strives to ensure all buildings and the land they sit on meet minimum safety requirements for both the occupants and the general public.

### **Current Operations:**

The division is staffed by 42 positions, which include:

- 1 Operations Manager
- 1 Engineer II
- 5 Property Maintenance Inspector III's
- 6 CAPS Inspectors
- 20 Property Maintenance Inspector II's
- 4 Property Maintenance Inspector I's
- 1 Administrative Project Analyst
- 2 Senior Customer Service Representatives
- 1 Office Specialist

### **Managers Responsible for Data Reported:**

Dyett Ellis – Code Enforcement data  
Mark Bridgman – CAPS data

### **Overview of Code Enforcement (presentation by Code Enforcement)**

Questions and discussion as needed.

Code Enforcement staff will discuss a number of issues impacting performance, including:

- Re-design of the environmental code complaint process
- Implementation of proactive inspection approach
- Information technology enhancements
- Vehicle concerns

- Staff turnover
- Authority enhancement efforts
- Recent successes
- Challenges

### **Issues for Discussion:**

#### **Measures and Data Reported**

For the first four months of FY 2008, all workload categories show significant increases in volume over FY 2007. Code Enforcement management attributes the increase to enhanced focus on providing timely responses to complaints as well as initiating proactive inspection efforts in several neighborhoods. For example:

- Total cases for FY 2007 were 7,454. Through the end of October, just over 4,000 cases have been recorded.
- The total number of violations recorded in 2007 was 21,221. Thus far in FY 2008, nearly 11,700 violations have been recorded.

Four qualitative measures are presented for this meeting, only two of which currently have data associated with them. The measures and their status appear below. Code Enforcement staff will provide additional information.

1) Complete at least 90% of initial inspections within 10 days of receipt of the complaint.  
Status: Green – 92% of initial inspections were completed within 10 days of receipt.  
During FY 2007, 91% of initial inspections were completed within 10 days

2) Perform at least 90% of follow-up inspections within 10 days of the posted re-inspection date.  
Status: Yellow – 85% of follow-up inspections were completed within 10 days. For FY 2007, the rate was 78%

3) Inspect at least 90% of all known vacant building every 90 days.  
Status: Red – data not available

4) Correct 90% of environmental code violations within 45 days of receipt of the complaint or proactive discovery of the violation.  
Status: Red – data is not deemed reliable at this time.

Code Enforcement also wishes to deploy a qualitative measure regarding property maintenance, (PM) which would track the percentage of complaints resolved, work plan approved or summons issued within 90 days.

The suite of measures described above needs to be improved upon. It does not meet the managerial and analytical needs of Code Enforcement and RichmondWorks. As Code Enforcement's data collection capabilities increase with pending technology

enhancements, RichmondWorks recommends that the measures above be supplemented with additional measures, including:

- a) Measures of inspector productivity (aggregated at various levels – geographical area, by type of complaint, etc)
- b) Rates of Voluntary Compliance
- c) Rates of Induced Compliance
- d) Average Number of Calendar Days from case Initiation to Voluntary Compliance and Initiation of Admin/Judicial Process
- e) Code Enforcement Expenditures Per Capita

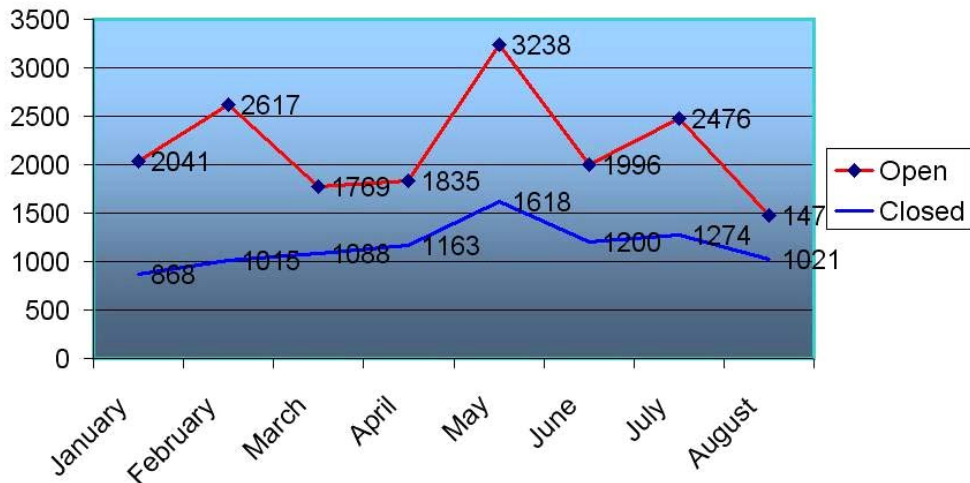
Items “b” through “e” are International City/County Manager Association (ICMA) measures. Collecting data on these measures will permit benchmarking Code Enforcement performance against a number of localities across the country

### Data Quality/Integrity

During the development of Code Enforcement’s presentation, it was discovered that certain data presented during the September 6 meeting could not be recreated and updated for this meeting. The problem concerns the number of cases in open or closed status each month. The graphic from the Sept. 6 meeting appears below:

# Monthly Trends

**Code Enforcement Cases by Month 2007**



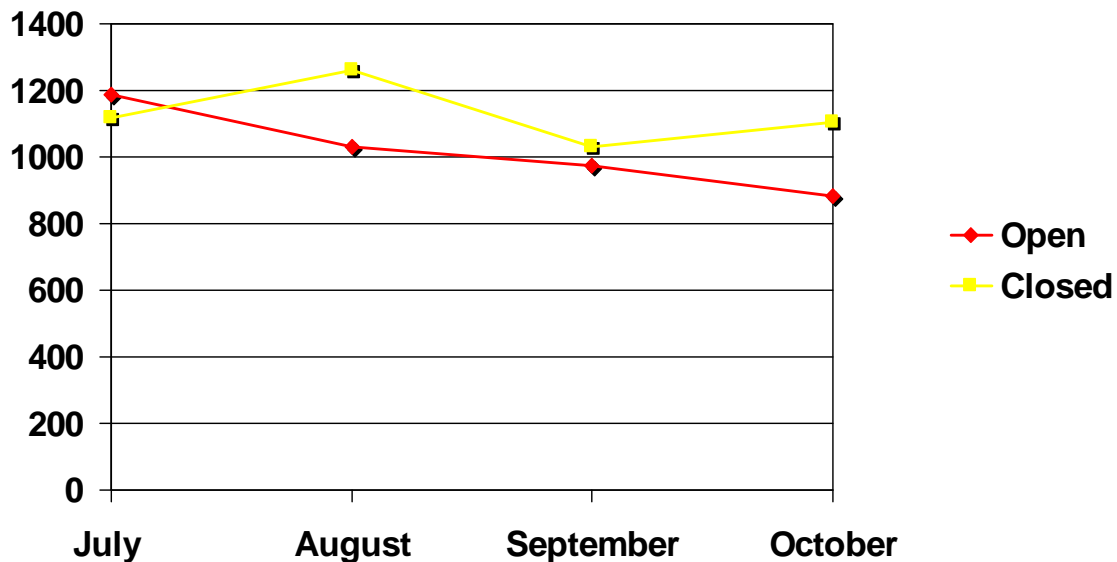
During the Sept. 6 meeting there were questions regarding the spikes in open cases. One of the explanations offered was that the spikes were in part caused by departing college

students leaving various unwanted belongings in the public right of way and on private property. During the ensuing discussion, several policy options were discussed to address the problem, including public information campaigns and mechanisms to recover costs incurred by the City.

The same data updated through October 2007 shows a very different story, with closed cases now *exceeding* open cases, significant differences in the volume of both types of cases and less fluctuation in the number of cases.

# Monthly Trends

Code Enforcement Cases by month FY2008



Until this data is verified and more thoroughly understood, no additional discussions of policy options should take place.

Finally, discussions during preparation of Code Enforcement's presentation indicated that there are instances where an inspection is recorded as having taken place prior to a complaint being recorded. Typically, this happens when Code Enforcement staff is acting proactively. As more emphasis is put upon proactive enforcement, Code Enforcement staff will have to revise the way that certain data is classified and collected to insure its integrity and accuracy.

## Questions/Follow-up Issues

